FACTORS INFLUENCING JOB PERFORMANCE OF EMPLOYEES FROM INTERNATIONAL NON-PROFIT ORGANIZATIONS IN MYANMAR

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ABSTRACT

Over the world, nonprofit organizations play a growing role in the social and economic well-being. They provide services, goods and resources to meet community needs. In Myanmar, there are many international and local non-profit organizations working for sustainable development in many sectors for the country. Since, there are very less studies on human resource management of non-profit organizations and the study will be supportive for some extent for them. This quantitative descriptive study is investigated to observe the influencing factors on job performance among employees who are working in international non-profit organizations in Myanmar. In recent times, many organizations are taking attention about the importance of employee performance, to increase employee performance and to find out the methods of achieving high level of employee performance for their organizational success. Performance of employee can be increased by allocating efforts to factors that enhance the employees' motivational level, ability and extrinsic factors like organizational culture and leadership styles, etc. The objective was to identify motivation influences the job performance of the non-profit employees. For the purpose of this study, with a simple random sampling, 125 employees who are working at international non-profit organizations were targeted to examine through random sampling technique. To achieve the objectives, the primary data gathered in the form of questionnaires with a Likert typed-scale including different aspects of job performance and 108 questionnaires were received back. The data were analyzed by using SPSS software and the analysis showed that the motivation, ability, organizational culture and leadership style altogether have significant influence on job performance of employees from non-profit organizations in Myanmar.

Keywords: Job Performance, Motivation, Ability, Organizational Culture, Leadership Style

INTRODUCTION

Non-profit organizations are functioning for vulnerable communities such as children, elderly people, women and low socio-economic people for better outcomes in their social and economic well-beings. They usually provide services, goods, resources and technical assistances to meet community needs. In Myanmar, there are many international and local non-profit organizations working for sustainable development in many sectors especially after affected by Cyclone Nargis on 2008. The scope of those organizations targeted for many sectors: rural and urban development, governance, health care services, education, agriculture, livelihood, infrastructure, technical assistance, etc.

Likely, as business organizations, non-profit organizations also have many management aspects. There are operational management, project management, human resource management, logistics and procurement management and financial management, etc. Since, there are very less studies on human resource management of non-profit organizations and it will be supportive for some extent for them. Lastly, there are many factors, which influence on employee job performance such as benefit package, workplace environment, organizational structure, knowledge, skills, attitude, rewards, motivation, leadership, job stress, job content, communication, etc. Among those factors, in this study, motivation, ability, organizational culture and leadership styles are selected to investigate because those are currently most relevant and convenient to study (Al-Mulla *et al.*, 2019; Ameen & Ahmad, 2011, 2012, 2013a). Other factors will also need to investigate in future studies.

Purpose of the Study

This quantitative descriptive study is to observe the influencing factors on job performance among employees working in international non-profit organizations in Myanmar. Nowadays, many organizations became taking attention to increase employee performance and to find out the methods of achieving high level of employee performance for organizational success. Employee performance can be increased by allocating efforts to employees' motivational level, ability and extrinsic factors like organizational culture and leadership styles, etc.

Objective of the Study

The objective of the study is to identify motivation influencing the job performance of the non-profit employees in Myanmar.

LITERATURE REVIEW

Firstly, motivation is a kind of enthusiastic force that originates both intrinsic and extrinsic determination of an employee and it ignites energy to work, and define its route, passion, and diligence (Latham & Pinder, 2005). Mitchell (1982) identified that motivation means "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed". Gibson, Ivancevich & Donnelly (1985) stated motivation as a perception used to describe the desires that rise in a person which activates and forward its behavior. For employees who are working in organizations, the motivation is to accomplish organizational goals and objectives, which will make them enthusiastic to perform their responsibilities. If an employee has high working inspiration, so his or her performance will increase (Abdulrab *et al.*, 2018; Al-Maamari *et al.*, 2018; Al-Shamsi *et al.*, 2018; Alkhateri *et al.*, 2018; Ameen & Ahmad, 2012). Besides, an employee will also be forming a commitment to reach the recognized performance to be successful. According to the above explanation, it can be said that motivation of employees has a significant correlation to performance (Stoner *et al.*, 1996; Al-Mulla *et al.*, 2019; Alkhateri *et al.*, 2018; Mohamed *et al.*, 2018). Colquitt, Lepine & Wesson (2011) defined that motivation has a strong positive effect on job performance. A person who has greater motivation tends to have greater job performance as well. Therefore, motivation is very essential for an organization because it affects to the enthusiasm of an employee to work and the motivation is a strong variable which influences on efficiency of employees.

Secondly, ability brings up to capacity of a person to perform the several responsibilities in the job. A person's overall abilities are basically made up of knowledge, skill and physical (Robbins, 1996; Al-Obthani & Ameen, 2018; Ameen, Almari & Isaac, 2019; Baharuden, Isaac & Ameen, 2019; Praya *et al.*, 2019). Milkovich, Boudreau & Milkovich (1991) discussed that abilities are skills to involve in some manners and activities. Abilities develop from knowledge (awareness of facts, information, or techniques), skills (expertise at basic task necessary for achieving more difficult activities) and capacities (possible abilities that have not yet been fully applied or developed). Related to the concept of ability and employee skills, Hersey & Blanchard (1988) reasoned that there are three types of basic abilities that employees must have, either as staff or supervisor. These are technical skills, social skills and conceptual skills. The technical skill consists of the ability to utilize existing and advanced knowledge, techniques, methods, and equipment which are needed to complete certain tasks which are gained from the education, training and experience. Sweis *et al.*, (2013) also stated that employee skills and knowledge affect the level of productivity. The social skill contains ability to work with others which includes an understanding of the application of effective leadership and motivation. The conceptual skill is an ability to understand about organizational behavior that permits a person to act according to and in line with organizational goals and objectives. Schmidt & Hunter (1998) and Kreitner & Kinicki (2007) recommended that oral ability, statistical ability, dimensional ability, and inductive thinking can be used as explainers of job performance which are supportive process for human resources management in the organization.

Thirdly, Glick (1985) proposed the "organizational culture was originally used to refer to social, organization, and situational influences on behavior". Davis and Newstrom (1985) define the organizational culture as the human atmosphere in which the employees do their jobs. The definition of organizational climate as a working environment generated by the interpersonal relations within the organization. "Organizational culture is a set of features and appearances or aspects that are employees' perceptions of their organizations which stands as a major influencing factor of their behavior. These factors may include organizational structure, job description, job performance and evaluation, challenges, improvement, leadership style, organizational climate, and so on" explained by Chandan. Based on the above

facts, it can be determined that organizational culture is a method in which employees identify their inter-organizational situation which can be noticed or considered through various features or scopes that influence their activities at work. Organizational culture is a situation in the place of work that support the execution of tasks in the organizations with performance measurement, facilities need for working, comfortableness of work space, task clarity, relations with colleagues and superiors, and incentive and penalty system is also fair.

Fourthly, Stoner *et al.*, (1996) specified that leadership is a process of guiding and persuading activities related with the work of members in a group. According to Ermaya (1999), leadership is the capability to lead, control and influence opinions, emotions or activities of other people to attain goals which had been scheduled. Greenberg and Baron (2003) stated that it is a process of an individual influences others toward the achievement of aims of the organization. Carroll (1997) reasoned that the leadership can also be defined as capacity to inspire people to work together in taking activities which focused on common goals and objectives. In the meantime, Lok & Crawford (2001) stated that leadership is a process of persuading the actions of an organization with an effort to establish and accomplish goals. According to opinions from above, it can be said that the leadership used to attain arranged goals and objectives through the actions of guiding, directing, and influencing of opinions, moods or performance. If it is linked to the performance, when leaders set goals to be accomplished is to increase the performance, then the leader will use his leadership style to lead, control, influence opinions, emotional state or activities leads to his subordinates for improved performance. Therefore, by means of leadership of the organization will effectively achieve the estimated level of performance.

Finally, performance is defined as the grade of success in undertaking of responsibilities and capability to accomplish planned goal and objectives (Gibson, Ivancevich & Donnelly, 1985; Isaac *et al.*, 2017a, 2017b; Isaac *et al.*, 2017; Isaac *et al.*, 2016; Mutahar *et al.*, 2017). Jewell & Siegall (1990) identified that the performance is the outcome of the level to which employees have done their job in order to fulfill the organization. Employee performance is the degree to which a person undertakes the duties and responsibilities (Ameen & Ahmad, 2013b, 2014). Gomes (1995) stated that job performance is a score of the outcomes or results created from a specific job purpose or definite actions during certain period. While, Colquitt, Lepine & Wesson (2011) stated that job performance is "the set of employee manners that provide to accomplish the organizational goal". And the performance is needed to be measurable. Gomes (1995) defined the performance measurement as a method to examine the level of individual working to the organization. Employee's performance usually situated as the dependent variable in cross-sectional researches since they are observed as the consequence of organizational behavior or human resources management practices. Furthermore, Gomes (1995) described that there are two criteria for measuring employee performance, (1) result-based performance assessment, and (2) behavior-based performance assessment. According to Blumberg & Pringle theory (in Jewell & Siegall, 1990) there are numerous factors which influence the performance such as capacity, willingness to do the achievement and opportunities, etc. The capacity includes factors such as age, educational status, intelligence, skill, energy level, physical status or stamina, etc. The willingness contains job satisfaction, work status, motivation, attitudes, participation, perceptions, anxiety, job involvement, job features, personality, self-image, values, norms, sense of justice and role expectations, etc. The opportunity consists of materials, tools, supplies, work place conditions, coworkers' activity, leadership style, recognition, guidelines, policies, organization procedures, regulations, information on tasks, time and salary.

Conceptual Framework
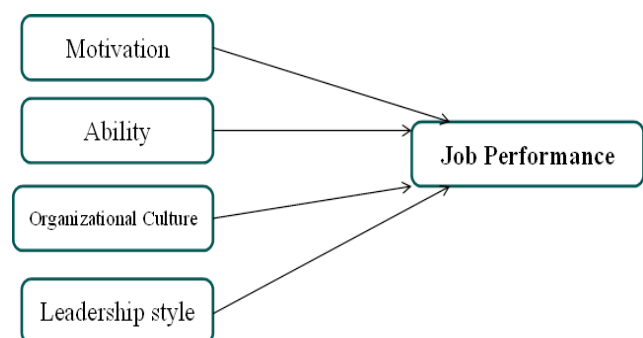
RESEARCH METHODOLOGY

This study is a quantitative descriptive and analytic study and the purpose is to determine the factors influencing job performance of employees from international non-profit organizations in Myanmar.

The participants were the full-time staff from (15) international non-profit organizations (Non-Governmental Organizations, NGO) which are functioning in Myanmar. Those respondents consisted of seven main departments of those organizations including: program management department, monitoring and evaluation department, technical assistance department, administration department, human resource department, finance department and logistics and procurement department. Questionnaires were delivered to employees working at above departments of the organizations.

The study was conducted by the structured questionnaires including four items which are age groups, gender, and education status. There are two questions related with job status such as occupation type and duration of current job. Other factors are based on factors influencing job performance.

The instrument was based on the questionnaires from the studies of Watetu (2017). It was designed to draw out information on employee motivation and ability, extrinsic factors such as organizational culture and leadership styles are affecting on employee job performance. The instrument takes about five to seven minutes to complete. The instrument uses a five-point Likert scale to rank the items. The ranges and scores were given as 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

Primary data gathered in the form of questionnaires with a Likert typed-scale including different aspects of job performance. By using simple random sampling technique, (125) employees were targeted to study who are working at international non-profit organizations.

Self-administered questionnaires were used to complete the study. After getting the approval from Human Resource Department of respective organization, objectives and procedures of the survey was explained and then survey questionnaires were distributed and study period is about two weeks. Employees were given one week to complete the questionnaires and all of them were collected again one week later. After the study, 108 questionnaires were fully received back. SPSS 22.0 software (Statistical Packages for Social Scientist) was used for both data entry and analysis. For descriptive analysis, frequency and percentage was used to describe the distribution of each variable. Mean, standard deviation, minimum and maximum were used for the continuous variables. For inferential analysis, ANOVA and independent samples t test were used to compare the mean Job Performance among different groups of

independent variables.

RESULTS AND FINDINGS

The purpose of the study was to examine factors influencing job performance of full-time employees from international non-profit organizations. The study was conducted with 108 full time non-profit staffs. The results were presented with the descriptive parts which showed the followings: (1) General Characteristics (2) Motivation (3) Ability (4) Organizational Culture (5) Leadership Style and (6) Job Performance of the Employees.

1. General Characteristics of respondents

Table 1 shows the general characteristics of the respondents. Majority of the participants were 20 to 29 years age group and it represented 40.7% of all the study population and only 9.3% were above 50 years of age. Females were more than males in study population which showed 59.3% while compared with males of 40.7%. More than half of the participants were graduated which contributed 67.6% of total and the second most were received post grad diploma.

Table 1: General Characteristics of non- profit employees (n=108)

Variable	No	Percent
Age (Years)		
20 to 29 years	44	40.74
30 to 39 years	40	37.04
40 to 49 years	14	12.96
50 to 59 years	10	9.26
Gender		
Male	44	40.70
Female	64	59.30
Education		
Undergraduate	6	5.56
Graduate	73	67.59
Post Graduate Diploma	15	13.89
Master Degree	14	12.96

2. Job status of respondents

Table 2 shows the job status of the respondents. About one-third (32.4%) were from project or program management department followed by 18.5% of employee were from monitoring and evaluation department. Only 4.4% were working in Monitoring and Evaluation department. One-fourth (25.0%) had one to two years of working experience which was followed by those of 2 to 3 years with 19.4%. It was also followed by those who worked in current job more than

five years with (16.7%) and which showed long-term experienced employees also included in the study.

Table 2: Job status of non-profit employees (n= 108)

Variable	No	Percent
Occupational Type		
Project/Program	35	32.41
M & E	20	18.52
Technical	15	13.89
Admin	12	11.11
HR	2	1.85
Finance	13	12.04
Logistics	11	10.19
Duration in current job		
Less than 1 year	14	12.96
1 to 2 years	27	25.00
2 to 3 years	21	19.44
3 to 4 years	16	14.81
4 to 5 years	12	11.11
More than 5 years	18	16.67

3. Motivation status of respondents

Table 3 shows detailed response for motivation of the respondents. Most of them (68.5%) agree that challenges comprise motivation to perform better at works. This is followed by another perception of respondents that they have chances to organize how to do routine activities in current job with 62.0%. It was followed by (59.3%) agree that they felt work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality. More than half of respondents (55.6%) agreed that the reason of motivated them is to use their high-level skills in their job. And half of the respondents (50.0%) agreed that current job is motivated by reward system to perform better.

Table 3: Number of percentage of respondents for motivation (n=108)

Questionnaire	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(1) I am required to use several high-level skills while conducting my job	0	2 (1.9%)	5 (4.6%)	60 (55.6%)	41 (38%)
(2) The challenges that my job provides motivates me to perform better	0	0	3 (2.8%)	74 (68.5%)	31 (28.7%)
(3) My job gives me the opportunity to organize how I should do it	1 (0.9%)	1 (0.9%)	12 (11.1%)	67 (62.0%)	27 (25.0%)
(4) The work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality	0	0	11 (10.2%)	64 (59.3%)	33 (30.6%)
(5) I am motivated by our reward system and it makes me perform better	1 (0.9%)	7 (6.5%)	24 (22.2%)	54 (50.0%)	22 (20.4%)

4. Level of Motivation

Among 108 respondents, majority (50.9%) had high

level of motivation. Mean score for motivation showed 20.7±2.3.

Table 4: Level of Motivation among 108 respondents

Level of Motivation	Number	Percent
Low	53	49.1
Moderate	0	0
High	55	50.9
Mean score ±SD	20.7±2.3	
Range	15-25	

5. Response for Ability

Table 5 shows detailed response for ability of the respondents. Most of them (67.6%) agree that they always prepared to handle problem solutions. More than half of respondents (52.8%) agreed that they criticize constructively and address problems. It was followed by two same percentages at (48.1%) which they agree that they always prepared to handle supervisor's problem and they understand their role at the organizations. The number of respondents (47.2%) strongly agreed that they feel comfortable collaborating with their co-workers.

Table 5: Number and Percentage of Respondents for Ability (n=108)

Questionnaire	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(6) I always prepared to handle problem solutions.		3 (2.8%)	11 (10.2%)	73 (67.6%)	21 (19.4%)
(7) I always prepared to handle supervisor's problems.		6 (5.6%)	33 (30.6%)	52 (48.1%)	17 (15.7%)
(8) I feel comfortable collaborating with my co-workers.			10 (9.3%)	47 (43.5%)	51 (47.2%)
(9) I understand my role at the organization		1 (0.9%)	15 (13.9%)	52 (48.1%)	40 (37.0%)
(10) I believe communication across department is Efficient			21 (19.4%)	46 (42.6%)	41 (38.0%)
(11) I criticize constructively and address problems.	1 (0.9%)	6 (5.6%)	28 (25.9%)	57 (52.8%)	16 (14.8%)
(12) I have a deep-rooted understanding of the functions of my organization		4 (3.7%)	16 (14.8%)	44 (40.7%)	44 (40.7%)

6. Level of perception on Ability

Among 108 respondents, 50.9% had low level of ability. Mean score for ability showed 28.5±3.4.

Table 6: Level of perception for Ability among 108 respondents

Level of Perception for Ability	Number	Percent
Low	55	50.9
Moderate	0	0
High	53	49.1
Mean score ±SD	28.5±3.4	
Range	21-35	

7. Response for Organization Culture

Table 7 shows number and percentage of responses for

organizational culture of the respondents. Most of the respondents (63.0%) agreed that the people from their organizations are flexible and adaptable when changes are necessary. It was followed by the perception with (61.1%) of which senior persons frequently discuss with the workers their task requirements in order to cope well with the objectives. Then they agreed that they constantly stretch their goals to continuously improve at (55.6%). More than half of respondents (53.7%) strongly agreed that they always respect to one another within their organizations.

Table 7: Number and Percentage of Respondents for Organizational Culture (n=108)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(13) We always respect to one another	1 (0.9%)	1 (0.9%)	7 (6.5%)	41 (38.0%)	58 (53.7%)
(14) The employees have a sense of organization's vision and mission.	1 (0.9%)	2 (1.9%)	15 (13.9%)	45 (41.7%)	45 (41.7%)
(15) Senior persons frequently discuss with the workers their task requirements in order to cope well with the objectives.	1 (0.9%)	3 (2.8%)	17 (15.7%)	66 (61.1%)	21 (19.4%)
(16) Employees perform competently without pressure from their supervisors.	3 (2.8%)	15 (13.9%)	30 (27.8%)	54 (50.0%)	6 (5.6%)
(17) People are flexible and adaptable when changes are necessary.	0	4 (3.7%)	15 (13.9%)	68 (63.0%)	21 (19.4%)
(18) Individuals and teams have clearly defined goals that relate to the goals or mission of the organization.	1 (0.9%)	1 (0.9%)	20 (18.5%)	44 (40.7%)	42 (38.9%)
(19) We constantly stretch our goals, to continuously improve.	1 (0.9%)	2 (1.9%)	12 (11.1%)	60 (55.6%)	33 (30.6%)
(20) Employees at all levels work together as a team to achieve results for the organization.	0	1 (0.9%)	3 (2.8%)	53 (49.1%)	51 (47.2%)

8. Level of perception on Organization Culture

Among 108 respondents, 50% had high level of perception for organization culture. Mean score for ability showed 32.7±4.2.

Table 8: Level of perception for Organization Culture among 108 respondents

Level of Perception for Organization Culture	Number	Percent
Low	3	2.8
Moderate	51	47.2
High	54	50
Mean score ±SD	32.7±4.2	
Range	15-40	

9. Response for Leadership Style

Table 9 shows detailed responses for leadership style of the respondents. Most of them (67.6%) agreed that they regularly receive constructive feedback from their superiors. More than half of the respondents (54.6%) agreed that their supervisor often recognizes them for a job well-done. It was followed by the perception with (48.1%) of which they were actively involved in the decision-making process. Then they agreed that the internal dealings of their organizations with employees are done with integrity with (45.4%).

Table 9: Number and Percentage of Respondents for Leadership Style (n=108)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
(21) The department has a clear division of responsibilities	1 (0.9%)	1 (0.9%)	13 (12.0%)	48 (44.4%)	45 (41.7%)
(22) Senior management give staff a clear picture of the organization's direction	0	4 (3.7%)	16 (14.8%)	48 (44.4%)	40 (37.0%)
(23) I am actively involved in the decision-making process	1 (0.9%)	3 (2.8%)	22 (20.4%)	52 (48.1%)	30 (27.8%)
(24) The internal dealings of my organization with employees are done with integrity	0	2 (1.9%)	17 (15.7%)	49 (45.4%)	40 (37.0%)
(25) The organization encourages us to always come up with innovative ideas.	1 (0.9%)	4 (3.7%)	19 (17.6%)	47 (43.5%)	37 (34.3%)
(26) I regularly receive constructive feedback from my superiors	1 (0.9%)	4 (3.7%)	10 (9.3%)	73 (67.6%)	20 (18.5%)
(27) My manager/supervisor often recognizes for a job well-done	1 (0.9%)	4 (3.7%)	14 (13.0%)	59 (54.6%)	30 (27.8%)

10. Level of perception on Leadership Style

Among 108 respondents, 50% had good level of perception for leadership style. Mean score for ability showed 28.7±4.5.

Table 10: Level of Perception for Leadership Style among 108 respondents

Level of Perception for Leadership Style	Number	Percent
Poor	2	1.9
Medium	52	48.1
Good	54	50
Mean score ±SD	28.7±4.5	
Range	9-35	

11. Employee Job Performance

Table 11 shows number and percentage of responses for the dependent variable, employee job performance of the respondents. Most of the respondents (71.3%) agreed that they combine the available resources very well to provide quality services. The factor was followed by the perception with (68.5%) of which they complete their work within the time allocated. Then they agreed that their performances are measured against the productivity at (62.0%). More than half of respondents (57.4%) agreed that the degree to which they do their work meet their beneficiaries' requirements.

Table 11: Number and Percentage of Respondents for Employee Job Performance (n=108)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I complete my work within the time allocated.	0	0	5 (4.6%)	74 (68.5%)	29 (26.9%)
The degree to which I do my work meets our beneficiaries' requirements	0	0	9 (8.3%)	62 (57.4%)	37 (34.3%)
My performance is measured against the productivity.	0	2 (1.9%)	5 (4.6%)	67 (62.0%)	34 (31.5%)
My performance has continually improved.		3 (2.8%)	23 (21.3%)	57 (52.8%)	25 (23.1%)
I take time to listen to my beneficiaries to ensure effectiveness		1 (0.9%)	15 (13.9%)	52 (48.1%)	40 (37.0%)
I combine the available resources very well to provide quality services	0	0	8 (7.4%)	77 (71.3%)	23 (21.3%)
I usually take time to follow up with beneficiaries to ensure that they are satisfied with our services.	0	1 (0.9%)	24 (22.2%)	52 (48.1%)	31 (28.7%)
I record down several activities in my to do list before starting on the day's work	0	5 (4.6%)	21 (19.4%)	54 (50.0%)	28 (25.9%)
I understand the procedures and policies of my organization	0	1 (0.9%)	10 (9.3%)	55 (50.9%)	42 (38.9%)
I always keep my superiors well informed about my work	0	2 (1.9%)	4 (3.7%)	50 (46.3%)	52 (48.1%)
I take part in solving problems in my organization	1 (0.9%)	3 (2.8%)	28 (25.9%)	48 (44.4%)	28 (25.9%)

12. Level of Employee Job Performance

Among 108 respondents, 88.5% had high level of job performance. Mean score for ability showed 45.6±5.3.

Table 12: Level of Employee Job Performance among 108 respondents

Level of Employee Job Performance	Number	Percent
Low	0	0
Medium	20	18.5
High	88	88.5
Mean score ±SD	45.6±5.3	
Range	34-55	

13. Test for significant difference in Job Performance among different groups in general characteristics, motivation, ability, organization culture and leadership style

Significant difference in Job Performance among groups was tested using independent t test and ANOVA. The results were interpreted with p value at 5% significance level. Equal variances were tested in both independent samples t test and ANOVA. Those groups which showed significant QOL with ANOVA, Scheffe' test was used again for all pairs comparisons.

(A) Test for significant difference in Job Performance among different groups of variables in general

characteristics

Among 5 variables in general characteristics, only age showed the significant difference in Job Performance mean score.

There were differences between mean score of job performance among different age groups at p value 0.02. Better score was found in middle age group; 40-49 years followed by 30-39 years. Highest score 48.43 was found in age 40 to 49 years. Occupation type, gender, education status and duration in current work were not statistically significant in different Job Performance (refer to table 13(A)).

Table 13(A): Test for Significant Difference in Job Performance among Different Groups of General Characteristics among 108 Respondents

Variable	Job Performance				
	n	Mean±SD	95% CI for mean	p value	Scheffe' Test
Age					
20-29	44	44.27±4.9	42.75-45.79	0.02[a]	
30-39	40	46.58±5.34	44.86-48.28		
40-49	14	48.43±4.48	45.89-51.01		
50-59	10	44.1±5.5	40.16-48.04		
Gender					
Male	44	46.3±5.4	45.21-47.39	0.2	
Female	64	45.2±5.2	44.11-46.39		
Occupation Type					
Project/Program	35	45.71±5.72	43.75-47.68	0.22	
M & E	20	43.3±4.8	41.05-45.55		
Technical	15	47.67±4.7	45.06-50.27		
Admin	12	45.17±4.43	42.35-47.98		
HR	2	42.5±2.12	23.44-61.56		
Finance	13	46.23±4.71	43.38-49.08		
Logistic	11	47.64±5.27	44.64-46.65		
Education status					
Undergraduate	6	44±2.28	41.61-46.39	0.5	
Graduate	73	46.04±5.57	44.74-47.34		
Post Graduate	15	44.13±5.36	41.17-47.09		
Master Degree	14	45.93±4.39	43.39-48.46		

[a]p value from ANOVA test, [b]independent samples t test,

Table 13B: Test for Significant Difference in Job Performance among Different Groups of General Characteristics among 108 Respondents (Cont.)

Variable	Job Performance				
	n	Mean±SD	95% CI for mean	p value	Scheffe' Test
Duration in current job					
<1 year	14	43.64±4.33	41.15-46.14	0.19	
1-2 years	27	45.37±5.46	43.21-47.52		
2-3 years	21	47.28±5.65	44.71-49.86		
3-4 years	16	46.75±5.35	43.9-49.59		
4-5 years	12	46.83±4.68	43.9-49.81		
>5 years	18	43.94±5.09	41.41-46.48		

14. Test for significant difference in Job Performance among different groups of variables in motivation, ability, organizational culture and leadership style

Motivation, ability, organizational culture and leadership style showed significant difference in job performance. Difference in job performance was significant among different level of motivation at p value 0.000. High level of motivation demonstrated higher mean score (48.04) of Job Performance. Higher level of ability gave higher score in job performance (49.17), compared with low level of ability and it was significant at p value 0.000. Organizational culture demonstrated different job performance at p value 0.000. Mean score was lowest in those with low level of organization culture. Those groups were also different in Job Performance compared with medium and high level of Job Performance significantly (with Scheffe's test). Mean score of Job Performance showed significant difference among three different groups of leadership style with p value 0.000. Those with low level of leadership style showed lowest score (36.5) and those with highest level of leadership style gave highest score (49.06) and the groups' difference is significant with Scheffe's test.

Table 14: Test for Significant Difference in Job Performance among Different Groups of Factors among 108 Respondents

Variable	Job Performance				
	n	Mean±SD	95% CI for mean	p value	Scheffe' Test
Motivation					
High	55	48.04±4.9	44.97-54.7	0.000[b]	
Low	53	43.17±4.47	40.09-49.82		
Ability					
High	53	49.17±4.2	43.78-57.6	0.000[b]	
Low	55	42.25±3.76	36.86-50.69		
Organization Culture					
Low (1)	3	37.67±2.09	32.5-42.84	0.000[a]	(1) & (2)*
Medium (2)	51	42.49±3.6	41.47-43.51		(2) & (3)*
High (3)	54	49.07±4.3	47.9-50.25		(1) & (3)*
Leadership					
Low (1)	2	36.5±0.71	30.15-42.85	0.000[a]	(1) & (2)*
Medium (2)	52	42.46±3.88	41.38-43.54		(2) & (3)*
High (3)	54	49.06±4.08	47.94-50.17		(1) & (3)*
[a]p value from ANOVA test, [b]independent samples t test,					

Significance at p value <0.05 in all pairs comparison with Scheffe' test

DISCUSSION

The statistical results from the findings and analysis showed that the four independent variables, motivation, ability, organizational culture and leadership style were positively related to a dependent variable, job performance. Overall, Job Performance level has been presented as 81.5 % in high level and 18.5% in medium level. When it has been calculated in mean score, overall mean score is 45.6.

Relationship between general characteristics and job performance

Those with middle age group (40 to 49 years) have more job performance compared with those with older groups 50-59 years and those with younger group 20-29 years. This may be due to, that age group obtained some extent of knowledge, experiences and skills. The younger age group had lesser performance because they are age that is more active but lesser work

experience, knowledge and skills. The oldest age group had also lesser performance due to different interest, seriousness and activeness. On the other hand, education status, gender, duration in current job and occupation type did not show significant change in Job Performance. The probable reason is that one can perform better regardless of education status.

Motivation and Job Performance

At the same time, Motivation, ability, organizational culture and leadership slype showed significant difference in job performance. High level of motivation demonstrated higher mean score (48.04) of Job Performance. According to Preston (2007), motivation in an organization improves competence and help employees meet their personal needs as well as achieving the goals of the organization and enabling them to have a good relationship with themselves in the organization.

Ability and Job Performance

Higher level of ability gave higher score in job performance (49.17), compared with low level of ability and it was significant. According to Glynn & Murphy (1996), cognitive ability is several basic processes, which are perception, learning, encoding, memory and reasoning. When a person faces more problems, there are more probabilities for handling of the knowledge, hence noticing varieties of concept and idea. Therefore, as basic cognitive functions of a person improved, he will gain more knowledge. The more knowledge a person gain, the better the possibility that knowledge will support then he can solve problems and obtain new skills in accomplishing a specific goal. As a result, learning knowledge and use their ability to achieve certain goal and objectives able to increase the job performance with excessive success and efficacy.

Organization Culture and Job Performance

Organizational culture demonstrated different job performance. Mean score was lowest in those with low level of organization culture. According to James, Edward & Daniel (2015), culture in the organization, positively has a certain relation with the performance of employees. If the environment in the organization is favorable enough and it also enhances the performance of employees in the organization. And there are no much cases of harassment or bullying of any sort. Such positive conditions attribute a good emotional climate as well as a plentiful working environment for the employees.

Leadership Style and Job Performance

Mean score of Job Performance showed significant difference among three different groups of leadership style with *p* value 0.000. Those with low level of leadership style showed lowest score and those with highest level of leadership style gave highest score. According to Watetu (2017), a balance in leadership styles is very much important for organizations in order to achieve better performance for employees as well as a competitive advantage. However, from the research also showed that participative leadership style had a more positive relation to employee performance compared to other styles of management.

CONCLUSION

The purpose of this study is to determine the factors influencing job performance of employees from international non-profit organizations in Myanmar. This study is a cross sectional descriptive and analytic study. Respondents were the full-time staff from (15) international non-profit organizations (Non-Governmental Organizations, NGO) which are functioning in Myanmar. Respondents represent different sectors from NGO such as program management department, monitoring and evaluation department, technical assistance department, administration department, human resource department, finance department and logistics and procurement department. The study was conducted by the structured questionnaires included four items which are age groups, gender, and education status. There are two questions related with job status such as occupation type and duration of current job. Other factors are motivation, ability, organizational culture and leadership style.

Majority of the participants (40.7%) were 20 to 29 years age group and only 9.3% were above 50 years of age. Females were more than males in study population which showed 59.3%. More than half of the participants were graduated which contributed 67.6% of total and the second most were received post grad diploma. Regarding job status, about one third (32.4%) were from project or program management department followed by 18.5% of employee were from monitoring and evaluation department. One-fourth (25.0%) had one to two years of working experience which was followed by those of 2 to 3 years with 19.4%. It was also followed by those who worked in current job more than five years with (16.7%) and which showed long term experienced employees also included in study. High level of motivation was found in 50.9% of respondents and mean score for motivation showed 20.7±2.3. In

response for ability, 50.9% show low level. Mean score for ability showed 28.5±3.4. Level of organization culture show 50% as high level and mean score for ability showed 32.7±4.2. Regarding leadership style, 50% had good level of perception for leadership style. Mean score for ability showed 28.7±4.5.

Among 5 variables in general characteristics, only age showed the significant difference in Job Performance mean score. There were differences between mean score of job performance among different age groups at p value 0.02. Better score was found in middle age group; 40-49 years followed by 30-39 years. Highest score 48.43 was found in age 40 to 49 years.

Motivation, ability, organizational culture and leadership style showed significant difference in job performance. Difference in job performance was significant among different level of motivation at p value 0.000. High level of motivation demonstrated higher mean score (48.04) of Job Performance. Higher level of ability gave higher score in job performance (49.17), compared with low level of ability and it was significant at p value 0.000. Mean score of job performance was lowest in those with low level of organization culture. Mean score of Job Performance showed significant difference among three different groups of leadership style with p value 0.000. Those with low level of leadership style showed lowest score (36.5) and those with highest level of leadership style gave highest score (49.06).

RECOMMENDATIONS

Recommendation for improving job performance of staffs

This study showed that motivation, ability, organization culture and leadership style are significantly associated with job performance. The findings, like many studies, convinced that staffs need motivation, skills and organization's and team's support to boost their job performance. In addition, it is very good for them to have the sharing or discussion platform in which they can share or speck out their feelings and experiences with the supervisors who have decision making authority in the organization. Organization, at the same time, should take an action for those, which are common and serious. In addition, not only staff training program but also other social activities such as yoga clubs, sport clubs should also be created for staffs; well-being which in turn help their job performance. Senior management level of the organizations should also be equipped with management skills, team building skills

and communication skills. Organizational development will be one of the crucial parts of increasing job performance of staffs. Updating the guiding principles of organizations and making the staffs understand them, creating the team as a family, establishing the basic benefit policy and value the staffs would increase not only performance but also job satisfaction of staffs.

Recommendations for future study

This study had done only in staffs who are working for non-profit organization in Myanmar. So, it is recommended to carry out the study from other sources such as profit company, government offices and part-time workers to be more representative and generalized.

Further qualitative studies are recommended for the better understanding of their status and job performance.

It is also recommended to study for more independent variables such as level of stress, benefits, relationship with supervisors and team work in association with job performance. So, it can help to get more accurate and supportive findings to determine their job performance.

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